

Suzanne D. Patrick
Deputy Under Secretary of Defense
Industrial Policy

Miss Patrick was appointed Deputy Under Secretary of Defense for Industrial Policy on July 9, 2001. In this position, she is responsible for all decisions regarding mergers and acquisitions (domestic and foreign) affecting the U.S. defense industry; the Department's relations with NATO defense and aerospace industries; and the overall health of the U.S. defense industrial base. Miss Patrick brings to this position over twenty years of experience in aerospace industry finance and weapons systems acquisition for U.S. and NATO forces. She also has extensive experience in the economies and defense establishments of new NATO allies in eastern Europe.



She began her career at Naval Air Systems Command, where she was the program manager for the Royal Netherlands Navy P-3 antisubmarine warfare aircraft program. She managed this \$386 million program from contract signature to the initial operating capability at NAS Valkenburg. She then worked on the staff of the Deputy Chief of Naval Operations (Air Warfare), where she was responsible for all international aviation programs and associated technology transfer issues. In 1985 she joined the staff of then-Secretary of the Navy John Lehman, where she was the Deputy Director for Congressional Liaison and Weapons Systems Acquisition for the Navy's \$10 billion research and development budget. From 1987-1990, with Sanford C. Bernstein & Co., Inc., she provided investment recommendations on the aerospace and defense industry to portfolio managers. In this capacity, she had close working relationships with the chairmen and chief financial officers of all major U.S. aerospace firms, assessing the financial impact on company earnings of key military programs.

Beginning in 1990 Miss Patrick focused on investment opportunities in the emerging markets of Eastern Europe. Her work included assessments of the Hungarian, Czech, and Slovak defense industries and the development of cooperative R&D projects between Hungarian research institutes and United Technologies Corporation. In her capacity as a naval reserve officer, she served as the Assistant Naval Attaché to Poland, where she played a key role in analyzing Poland's first NATO accession defense budget. Her Wall Street career culminated as the portfolio manager of New Poland Eagle Investment Advisers, one of several funds managed by Arnhold and S. Bleichroeder, Inc. She developed this fund in 1997 to invest in Poland's mass privatization and through this fund managed George Soros's investments in that equity class.

Miss Patrick spent her childhood in Germany and is a 1973 graduate of Stuttgart American High School. She is an honors graduate of Randolph-Macon Woman's College in Lynchburg, Virginia, where she was a George C. Marshall Scholar. She also holds the master of arts degree in national security studies from Georgetown University, as well as certificates in international relations and aerodynamic design from the Institut d'Etudes Politiques in Paris and Virginia Polytechnic Institute, respectively. She is fluent in English, German, and French, and conversant in Hungarian and Spanish. Miss Patrick is a Commander in the U.S. Naval Reserve, where she specializes in defense economics.